

EBU

OPERATING EUROVISION AND EURORADIO

2015-2016 **ANNUAL REPORT**

The background of the cover features a large, dark blue circle on the left side. To its right, there are two vertical stripes of a lighter blue color. Further right, another large, dark blue circle is partially visible, overlapping the stripes. The overall design is minimalist and modern, using a palette of light blue, dark blue, and white.

OUR ORGANIZATION

The European Broadcasting Union (EBU) is the world's foremost alliance of public service media (PSM). Our mission is to make PSM indispensable. We have 73 Members in 56 countries in Europe, and an additional 34 Associates in Asia, Africa and the Americas.

Our Members run over 1,800 television and radio channels together with numerous online platforms. Together, they reach audiences of more than one billion people around the world, broadcasting in more than 120 languages.

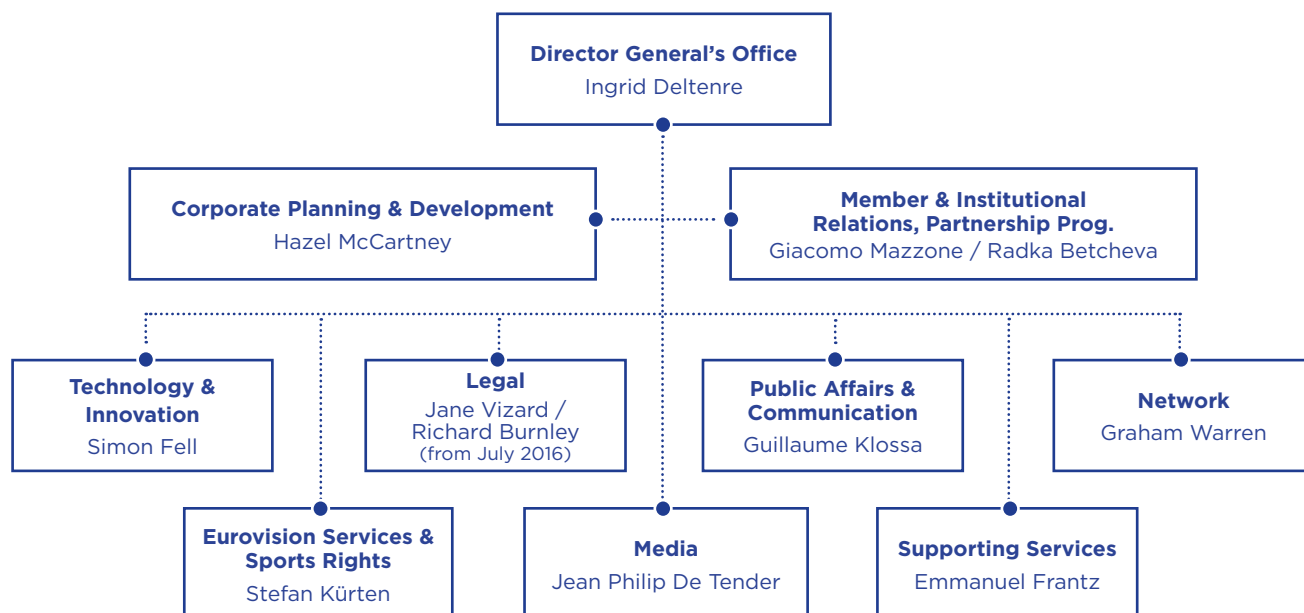
We are one EBU with two distinct fields of activity: Member Services and Business Services.

Our Member Services strive to secure a sustainable future for public service media, provide our Members with a centre for learning and sharing, and build on our founding ethos of solidarity and cooperation to provide an exchange of world-class news, sports news, and music.

Our Business Services – operating under the Eurovision brand – are the media industry's premier distributor and producer of

high-quality live news, sport and entertainment with over 70,000 transmissions and 100,000 hours of news and sport every year. We return the profits of Business Services to the organization for the benefit of Members.

We have offices in Brussels, Rome, Dubai, Moscow, New York, Washington DC, Singapore and Beijing. Our headquarters are in Geneva.



 read more:
www.ebu.ch

FOREWORD

Welcome to the European Broadcasting Union's Annual Report for 2015-2016.



Jean-Paul Philippot
President



Ingrid Deltenre
Director General

We believe that public service media (PSM) are an essential component of vibrant, open and democratic societies. This is why the EBU's role has become even more crucial in the climate of increasing uncertainty and instability faced by our Members.

We have made great strides towards meeting the strategic objectives set out in Vision2020. This report highlights both the achievements of our Member Services teams and the Business Services we offer Members and external customers alike.

STRENGTHENING EBU COHESION

Our Members are the lifeblood of our organization and, this year, we have aligned our Member Services more closely with their needs and priorities. Our events, exchanges and online platforms have helped cement the solidarity of the EBU and celebrated both the shared ambition and the diversity of our community.

PROMOTING PSM VALUES AND MAKING THE CASE FOR PSM

With Members facing increasing financial and political pressure, it is important that we continue to make the case for PSM. This year we launched our landmark Contribution to Society project that equips Members with the

tools to identify, assess and communicate the benefits that PSM brings to national economies, culture and democracy. We hope many more Members will apply the methodology in 2016.

SUPPORTING MEMBERS TO INCREASE THE QUALITY AND DISTINCTIVENESS OF THEIR CONTENT

The success of PSM is ultimately dependent on its continuing ability to provide fresh content that our audiences find engaging and appealing. We are working closely with Members to increase innovation and generate new ideas for formats such as the upcoming Eurovision Super Games (watch this space!). We are also helping Members connect with younger audiences through our Generation What? project as well as facilitating the exchange of best practices. We have completed the project to modernize our news exchange and we are now working to meet the news community's expectations for mobile platforms.

DEVELOPING AND IMPLEMENTING DIGITAL STRATEGIES FOR ALL SERVICES

The internet and new media offer all broadcasters new opportunities and challenges. Demonstrating the potential of big data has been one of our priorities for the year.

If used appropriately, big data can help us better understand audience expectations, develop content recommendations and a more personalized service, and enrich editorial and storytelling. We will publish big data recommendations and principles towards the end of 2016.

Our Business Services are in good financial health and continue to generate profits that help sustain the organization and reduce membership fees. We continue to innovate and have launched several new services this year. With the marketplace becoming increasingly competitive, we will continue to invest in research and development so we can remain agile and responsive to industry demands.

We would like to take this opportunity to thank everyone – Members, customers and partners – for their support over the last year. Without your ongoing involvement and encouragement none of the achievements outlined in this report would have been possible.

OR DECISION:

Assembly is requested to
vote for the further
assessment of options to
of EBU governance and
, including the provision
for each option, a risk
the analysis of the
on, particularly with
contracts and service



EBU summer General Assembly
2016 in Montenegro, hosted by
RTCG ©Milos Vujovic

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MEMBER SERVICES

Member services lie at the core of the EBU community and are financed by the membership fee.

CONTENT EXCHANGES AND RIGHTS

We provide Members with vital content platforms that offer 24/7 access to live news and sports news from across the globe; to our world-class Eurovision family of music and entertainment events; and to the option on rights for the biggest sporting events on the planet.

RESEARCH AND DEVELOPMENT

Our technology and innovation experts offer Members specialist advice in a period of unprecedented

technological change. We strive to help Members by driving standardization in media production and distribution across the industry.

ADVOCACY AND CAMPAGNING

We have championed the value of PSM for 65 years and we continue to campaign for independent broadcasting, sustainable funding and the best possible legal and technological framework for Members.

EXPERTISE, LEARNING AND SHARING

Our specialist legal, technical and research teams give Members access to the latest knowledge and expertise on PSM and broadcasting trends through one-to-one advice, online events and resources, conferences, research and experts group discussions.



Vienna Philharmonic Orchestra
Summer Night Concert 2016,
Schönbrunn (Vienna)
©VPO / Richard Schuster

CONTENT EXCHANGES AND RIGHTS

We understand that one of the key strengths of our public service Members lies in their ability to have distinctive, high quality content across all genres.

We provide Members with a unique news exchange platform that embodies our guiding principle of solidarity, allowing Members to share news content, free of charge and copyright clear. Our

radio exchange gives Members the best symphonic, chamber, opera, jazz, pop and folk music, ready to schedule for their own audiences. And we trade on our relationships with major sports federations to negotiate collective deals on behalf of our Members, making sure audiences have the best seats at the foremost sporting events.

This year we celebrated the 60th edition of our flagship Eurovision Song Contest and renewed our contract with the Vienna Philharmonic Orchestra. And we launched exciting new projects such as Generation What? Europe – a landmark study of young people across the continent.

NEWS EXCHANGES

We have seen an increase in the amount of exclusive, high-quality content sourced from Members, in a year marked by dramatic news stories breaking across Europe.

DIGITAL FIRST

With the completion of the Transfer to File (TTF) project, we now deliver all News Exchange content ready for direct ingestion into Members' integrated newsroom production systems. Other digital firsts include an integrated watermarking system that enables Members to monitor how footage is used, and remote access for correspondents in the field. Thanks to TTF, Members can also exchange content directly among themselves, in a simple, self-managed environment.

TRUSTED NEWS SOURCES

We now offer Members reliable verification of user-generated content (UGC) in the Exchanges. Coordinated by our News Exchange staff, the UGC network group of Members has already proved its usefulness in situations such as the recent terrorist attacks in Paris and Brussels. The group has also provided guidelines on standards and sensitivities.

NEWS STORIES WITH RECORD NUMBER OF HITS



March 2015 / Tunisia

RTT coverage of the gunman's attack in the Tunisian Parliament
Used over 1,800 times,
by over 100 channels

March 2015 / France

TF1 aerial images of the crash site of the Germanwings plane
Used almost 2,000 times,
by 100 channels

July 2015 / Réunion Island

TF1 material showing an unidentified piece of aircraft debris found off the coast of Réunion Island, possibly belonging to the MH370 Malaysia Airlines plane
Used over 3,376 times,
by 125 channels

November 2015 / France

Live coverage of the opening day of the UN Climate Conference COP21 in Paris
Used over 4,191 times,
by 245 channels

7 hours of live news coverage every day

43,000 recorded news and sports news stories in 2015

EUROVISION YOUTH NEWS EXCHANGE

The Eurovision Youth News Exchange is a daily exchange of items for children's news programmes and magazines. Hungarian Member MTVA hosted this year's annual meeting, where the main theme was how to report difficult news items, such as terrorist attacks, to younger audiences.

EDITORS-IN-CHIEF NETWORK

The informal Editors-in-Chief Network met for the third time in Rome at the invitation of RAI. News executives from the BBC, RAI, VRT, NOS, Yle and EBU discussed coverage of the latest Brussels attacks, the migration crisis and the US elections, but also the challenges facing PSM news, particularly digital presence and new formats to reach wider and younger audiences. The next meeting will be held in the autumn.

RADIO & MUSIC

The Euroradio Music Exchange helps Members strengthen their offer for audiences with a unique selection of prestigious musical events from around the world.

We are currently developing a new data and programme delivery system to streamline the exchange, which will be available from late 2016.

In 2015, we transmitted more than 3,300 concerts by the world's leading artists. Over 40 radio stations broadcast around 23,000 separate transmissions and we continue to focus on maintaining and enhancing quality.

CONCERTS EURORADIO



2 365	classical concerts and opera performances
464	rock and pop events
402	jazz concerts
82	folk and world events

Each music event was heard in an average of seven territories, while the UN World Human Rights Day concert reached 27 organizations.

THE NEW SHAKESPEARE SONG BOOK

Members in six different countries played an eclectic musical tribute to William Shakespeare on the 400th anniversary of his death. ORF, France Televisions, NRK, RTVSLO, SRG/SSR and the BBC commissioned song settings from musicians in their respective countries and viewers will now be challenged to produce their own contributions.

WORLD CLASS MUSIC

Our Members will continue to enjoy access to three concerts each year from the Vienna Philharmonic Orchestra, including the world-famous New Year Concert, after the contract was renewed until 2022. And we marked the silver anniversary of bringing the productions of one of the world's greatest opera houses – the New York Met – to millions of European radio listeners.

FESTIVALS

Throughout the summer, around four classical concerts are shared every day from major festivals across Europe, from the BBC Proms to Bayreuth. The 2016 Eurosonic Festival was a highlight for popular music, demonstrating that not only classical music can cross international frontiers. Held in the Netherlands, the festival involved 27 Members, supported 31 bands and resulted in 20 live transmissions.

UNITING BROADCASTERS

Organized each year in partnership with UNESCO, World Radio Day was marked with a Musical Caravan celebrating the musical heritage of 34 different countries. And we worked with Member RTÉ to follow the dawn chorus across Europe from east to west, allowing listeners to enjoy this amazing connection to the natural world.

LIVE EVENTS

We set new viewer records with the 60th Eurovision Song Contest, hosted by our Austrian Member ORF in Vienna.

1 000 000 Over 1 million active users of the official app (produced in 7 languages)

4 500 000 Online followers (+10% compared to 2014)

18 000 000 Website sessions on Eurovision.tv

200 000 000 All 3 shows reached almost 200 million TV viewers

572 000 000 Video views on YouTube (1 million channel subscribers)

3 200 000 000 Online impressions (incl. 2.1b #Eurovision brand impressions on Twitter during the live shows)

ANNIVERSARY CONFERENCE

Nearly 200 academics, media professionals and fans came together in London for a special conference to explore the social, political and cultural influences of the Eurovision Song Contest. The event was also streamed live to thousands of viewers on eurovision.tv.

VIDEO VIGNETTES

We produced a series of 10 short films, in cooperation with Swiss Member SRG/SSR, to celebrate significant milestones in the history of the Eurovision Song Contest. 20 Members used the films – free of charge – as part of their 60th anniversary coverage.

WORLD RECORD

On the day of the 2015 Grand Final, the Eurovision Song Contest was awarded a Guinness World Record for being the Longest Running Annual TV Music Competition.

GREATEST HITS

The BBC hosted a special concert showcasing some of the very best songs from the event: Eurovision Song Contest's Greatest Hits. The show was broadcast on BBC One and RTÉ at Easter and then shown in nearly 30 countries across Europe.

EUROVISION SONG CONTEST

The Eurovision Song Contest is the world's most watched non-sports TV programme. In 2015, after broadcasting the show for over 30 years, SBS Australia took part in the Eurovision Song Contest for the first time to celebrate the competition's 60th anniversary.

JUNIOR EUROVISION SONG CONTEST

The Junior Eurovision Song Contest (JESC 2015) was hosted in Sofia by our Bulgarian Member BNT, with SBS in Australia and TG4 in Ireland taking part for the first time. Destiny Chukunyere from Malta won with the highest amount of points received by any entry in the history of the contest.

GENERATION WHAT?

We have launched the first ever transmedia project bringing together 15 Members to create a profile of young people across Europe. Based on a successful French format, *Generation What?* will offer unique insight into the

mindset and realities of life as a young person in Europe today and provide Members with high-quality public service content as well as opportunities to engage with younger audiences. *Generation What?* will also see broadcasters

produce 21 video modules and there will be four full-scale television documentaries about young people and their lives.

SPORTS RIGHTS

Our sports rights portfolio is extensive, both in terms of the number of federations with which we partner and the number of events we produce and distribute.

In 2015, we signed a landmark agreement with the new European Championships, extended our cooperation with many federations

including the Union Européenne de Cyclisme (UEC) and Union de Cyclisme International (UCI), and added events such as the FIFA Club World Cup™ to our portfolio.

This year has also seen the continued globalization of the sports industry market with the rights for the next cycle of the

Olympic Games being acquired by a pan-European commercial broadcaster. We will step up our efforts to champion the importance of PSM in sports to secure free-to-air sport for all, as well as working with Members to provide a one-stop-shop for sports broadcasting.

SPORTS RIGHTS PORTFOLIO



25 FEDERATIONS

150 EVENTS

30+ CONTRACTS

680 COMPETITION DAYS

SOME KEY EVENTS



IAAF WORLD CHAMPIONSHIP

40 rightsholders across Europe

49 positions de commentateur

5 studios

IBU WORLD BIATHLON CHAMPIONSHIP

11 competitions

24 rightsholders worldwide

88 top market share in Norway

EUROPEAN QUALIFIERS™

31 rightsholders

139 matches produced by members

1000 programs produced

EUROPEAN CHAMPIONSHIPS

We signed an agreement with Europe's leading summer sports federations to televise the new European Championships. Launching in 2018, the European Championships will bring around 4,500 athletes to Glasgow and Berlin to compete in seven leading sports (athletics, swimming, gymnastics, cycling, rowing, triathlon and golf) over 11 days. Held every four years, the event will provide audiences with more than 2,700 hours of free-to-air programming.

UEFA EURO 2016™

We agreed exclusive cross-platform media rights for UEFA EURO 2016™ on behalf of 26 Members. When added to the existing agreements for the European Qualifiers™ and FIFA World Cup™, we have now completed the acquisition of media rights for a full four-year (2014–2018) national team football cycle.



RESEARCH AND DEVELOPMENT

Our Technology & Innovation team of specialists provide strategic advice to Members to help them adapt their businesses to a fast-changing world.

We provide a centre for learning; sharing new technology and innovation through regular events,

seminars and communications. And we work with broadcast partners to test new technology, providing recommendations for Members and the industry as a whole.

As an authoritative voice, we can represent the interests of Members

in contacts with policy-makers and in broadcasting forums, lobbying on technological issues such as UHD TV and pushing for standardization across the industry.



In 2015, we worked closely with our Member VRT to create the world's first live production studio solely using IP technology.

LivIP uses state-of-the-art IT-centric hardware and software to enable broadcasters to produce programmes quickly, efficiently and cost effectively.

An initial demonstration was showcased at the International Broadcasting Convention in Amsterdam in September 2015.

We used the LivIP studio for a multi-camera debate at VRT in March 2016.

THE FIRST IP TV STUDIO

By working closely with our Members and technology partners, we pioneer new IT solutions, learning from real-life experiences and sharing the knowledge with our Members to help them transition to networked media.



Earlier this year, we were delighted to help launch the world's first smartphone with built-in digital radio capacity.

We successfully developed several apps prior to launch.

This breakthrough will allow Members to reach even more people with their content and lay the foundations for further innovation.

Along with the International DMB Advancement Group (IDAG), we played a key role in the development of the new LG phone.

DAB+/FM INTEGRATION INTO SMARTPHONES

We have actively supported the transformation of radio to meet contemporary demands, focusing on the promotion of DAB/DAB+ as the European standards.

360° CAMERAS

360-degree filming and virtual reality provide broadcasters with new ways to enhance their content and engage audiences. In collaboration with Members, we are investigating how this new technology can be used to create personalized content and are extending our News Exchange platform to support the exchange of 360/VR videos between Members.



UHDTV provides resolution four times better than that of HDTV although this added value is barely noticed on screens below 55". Our research has shown that high frame rates, higher dynamic range and increased colour space contribute to improved image quality, independent of screen size.

ULTRA-HIGH DEFINITION TV

Ultra-high definition TV (UHDTV) is the next immersive media format for television and we have been investigating its value since 2010.



Recommendations involve complex distributed systems and require a high level of tuning in order to best engage the audience. We worked with broadcasters to simplify this process.

Currently we are jointly developing a recommendation system with EBU Members. We are keen to not only share best practice, but also to build personalization products together.

We set up the EBU RecSys Group to identify a standard way of exchanging anonymized data and retrieving information from third-party recommendation providers, as well as offering the ability to assess the quality of this information.

This will be a key focus at our annual EBU DevCon in November this year, where we will be bringing together experts in this sector.

RECOMMENDATION SYSTEMS

As online services become more popular, it becomes possible for broadcasters to personalize their offer to viewers using recommendation systems.



We have developed a prototype to demonstrate the potential of the technology and provided Members with briefings and training.

We have investigated in depth the value of Semantic Web technologies for audiovisual production.

We have developed a comprehensive data model for sport based on the International Olympic Committee (IOC) Open Data Format and compatible with any other data format.

We developed a prototype for the Biathlon to demonstrate the power of link data and provided expert advice for EBU Members and the IOC.

LINKED DATA FOR SPORTS PRODUCTIONS

We are actively promoting Semantic Web technologies (a common framework that allows data to be shared and reused) to link our content with data from events, such as an athlete's performance and team results.

PRODUCTION TECHNOLOGY SEMINAR

Nearly 150 people attended the Production Technology Seminar which focused on how the production studio will look in the future and how broadcasters can better integrate their work. Expert views were accompanied by more than 15 hands-on demonstrations of the latest broadcast technology, including VR (virtual reality).

ADVOCACY AND CAMPAIGNING

We work to support and strengthen PSM to secure a sustainable future for our Members. We provide an authoritative voice to influence and help shape policies and legal frameworks as well as foster innovation and creativity. Our role is to help shape media legislation for the 21st century.

We worked closely with Members throughout the year to develop common views and strategies to address upcoming EU policy developments. These combine in the Public Affairs roadmap which sets our objectives for the current European Parliament.

2015 was a major policy planning year at EU level and extensive discussion with Members led to early intervention on critical issues such as the Audiovisual Media Services Directive, Spectrum, Media Freedoms and Net Neutrality.

We were instrumental in the landmark decision by the World Radiocommunications Conference (WRC) in 2015 to keep UHF spectrum exclusively allocated to terrestrial TV services in Region 1 until well into the 2020s. We played a pivotal role in coordinating Members' efforts to secure a positive outcome for PSM.*

ADVOCACY

Long-term guarantees for digital terrestrial TV are essential and the WRC-15 agreement will enable many countries to continue with their digital switchover programmes without the risk of change in spectrum use.

INTERVENTION

Many EBU teams were involved in the run-up to WRC-15 to ensure decision-makers understood the importance of access to free-to-air television. We then ensured support from the European Commission and national authorities.

INNOVATION

The WRC-15 decisions will help us continue to innovate and make sure that everyone has access to the benefits of new digital services.

SPECTRUM

Spectrum is a valuable resource needed to broadcast television and radio programmes to all audiences. However, the mobile telephony industry constantly seeks to gain access to the key UHF spectrum.

 For more information on our advocacy work: www.ebu.ch/spectrum

(*) ITU Region 1 comprises Europe, Africa, the Middle East (west of the Persian Gulf), and the whole territory of Armenia, Azerbaijan, Russian Federation, Georgia, Kazakhstan, Mongolia, Uzbekistan, Kyrgyzstan, Tajikistan, Turkmenistan, Turkey, and Ukraine

We intervened to ensure that the problematic provisions in the draft law were removed by EU policy-makers before the Directive was adopted.

We coordinated activities with Members to ensure that the viewpoint of PSM was heard in all relevant policy circles. The EBU General Assembly adopted two declarations and several Members published open letters on the topic to raise awareness.

By spearheading a broad alliance of like-minded organizations we were able to demonstrate that our concerns were shared by the media sector as a whole.

MEDIA FREEDOM

A draft EU law aiming to prevent industrial espionage and the illegal acquisition of business know-how included unexpected provisions which would have severely harmed investigative journalism and freedom of the media.

 Read more: www.ebu.ch/media-freedom

We play a leading role in ensuring the internet remains open and is transparently managed to ensure PSM remains relevant and accessible in the online environment.

The vote of the European Parliament on the Single Telecoms Market Regulation paved the way for the implementation of pan-EU net neutrality rules after a two-year long legislative process.

We welcomed the compromise on the Single Telecoms Market Regulation, which introduces a robust set of rules safeguarding net neutrality in Europe.

We have consistently campaigned for a set of strong, clear rules at EU level and represented Members at an international level.

Our campaigns have been supported with concrete evidence demonstrating the potential negative impact of ill-adapted rules on audiences and the media sector as a whole.

NET NEUTRALITY

We formed a Coalition of the Willing in favour of clear and strong net neutrality rules.

 Read more:
www.ebu.ch/open-internet

Our policy proposals are being considered as part of the European Commission's Digital Single Market strategic plans. These aim at adapting the existing copyright licensing mechanisms, which are based on satellite and cable TV technologies, to the online world.

Although a reform of copyright policy has been on the EU agenda for several years, there have been few significant developments. The Commission's initial plans to overhaul territorial licensing were met by staunch opposition from many stakeholders, including the EBU.

CABLE AND SATELLITE DIRECTIVE

We have advocated for several years in favour of streamlining rights management and licensing operations to facilitate the availability of PSM content online.

 Read more:
www.ebu.ch/copyright

INTERNATIONAL TRADE

Our lobbying efforts managed to ensure the exclusion of audiovisual services from the Transatlantic Trade & Investment Partnership (TTIP), avoiding any major undermining of public policy measures.

EBU COPYRIGHT HANDBOOK

We published a comprehensive new Copyright Handbook addressing the main copyright issues facing broadcasters.

 Read more:
www.ebu.ch/publications/copyright-handbook

We defend the wider remit of PSM and work to raise the profile of platform-access issues at national level.

We provided over 90 pieces of expert legal advice tailored to individual Members during the last year, covering all key areas of national and EU competition, copyright and media laws.

We held an experts workshop for almost 50 participants on the regulation of online content platforms with leading academics, looking at platform access, findability, market convergence and the protection of minors.

LEGAL ADVICE

We help create and maintain the optimal legal framework for PSM by providing support, advice and specific expert counsel to Members in need.

 Read more:
www.ebu.ch/about/legal

EXPERTISE, SHARING AND LEARNING

We help build the capabilities of our Members by providing access to the latest knowledge and information on PSM and broadcasting trends. Learning forums, workshops, exchanges and conferences help share best practice and offer inspiration and guidance from leading experts.

We support Members in need with specialist advice, training and political mediation. And we provide access to in-house resources such as multidisciplinary research from our Media Intelligence Service and bespoke tools to help Members connect with younger audiences.

By harnessing the collective power of our Membership with around 100 active working groups, we believe we can help build the capacity of our Members and save them both time and money.



PARTNERSHIP PROGRAMME

The EBU Partnership Programme supports Members in particular need with strategic consultancy, lobbying, training and political mediation. We have been able to raise the profile of PSM and the importance of sustainable funding in western Balkan countries over the last two years.

We continue to provide strategic, technical and consultancy services to broadcasters in the Middle East and North Africa.

PSM AND PARLIAMENTS

In 2015, we also organized a unique forum for Parliamentarians and PSM managers from south-eastern Europe to discuss PSM governance and editorial issues, focusing in particular on the relationship between PSM and parliamentary independence.



EUROVISION ACADEMY

Eurovision Academy is the only organization in the world offering training designed specifically for international PSM broadcasters.

We regularly update our training offer and employ leading experts to ensure our Members have the knowledge to thrive in this constantly changing media landscape.

PUBLIC SERVICE MEDIA VALUES REVIEW

The peer-to-peer review provides Members with a bespoke analysis of how they comply with their public service remits, based on the PSM values endorsed by Members in 2012. This year, Yle, RTS and RTBF completed peer-to-peer reviews. We are currently simplifying the process and improving the structure to make it easier for Members to complete.

SKILLSXCHANGE PROGRAMME

Last year, we launched the EBU SkillsXchange, an Erasmus-style programme for young professionals working in PSM in Europe and beyond. We offer candidates an opportunity to broaden their experience and to spread fresh ideas and innovative practices. Our Members RTVSLO, VRT, NRK, EER, RTBF, SR, DW and RTÉ all took part in our first international exchange.

INFORMATION ON REQUEST

Our Media Intelligence Service team provides reliable market data, research and analysis on the media sector. In 2015, the volume of requests increased significantly.

438 information requests, up almost **23%** from 2014.

34 Members used the service. Top requesters: SRG/SSR, RTVE, RTBF, ARD, RAI, TVP, France Télévisions and the BBC.

8.81/10 satisfaction rating from Members.

NEWS2KNOW

News2Know keeps our Members and partners up to date with a daily bulletin that highlights the latest developments that directly affect the business of PSM.

Subscriptions up nearly **23%**. Personalized alert service up 12%.

28,500 items made available online in an indexed database for Members.

Over **4,000** news items published.

RESEARCH, ANALYSIS AND TRENDSPOTTING

We focus on fact-based arguments and research to make the case for PSM clearly and coherently.

PROVIDING STRATEGIC ANALYSIS FOR PSM

The Media Intelligence Service published a number of strategic reports and analyses, covering topics such as funding, digital radio, and the licence fee. This year, we also provided reports on television and radio audience trends and insights on media consumption trends. Every year we collect facts and data from around 60 public service organizations across Europe, enabling us to deliver key insights into the performance of PSM.



Together with our Members, we are promoting a new mind-set for PSM organizations to position themselves as both value creators and providers.

We have identified several tools to measure the impact PSM has on different sectors of society.

We have created a methodology that encourages Members to go beyond reporting WHAT they do to measuring the IMPACT they have on different sectors of society.

Members can choose from four service packages to help them roll out the Contribution to Society mindset and start measuring their impact.

PSM CONTRIBUTION TO SOCIETY

It is essential to create new narratives about the value PSM delivers to all of society to ensure its sustainable future. This is why our new project, Contribution to Society, is so important.



Read more:

www.ebu.ch/psm-contribution-society

VOICE OF PSM

The Voice of PSM is the only forum for PSM communications professionals across Europe to share experiences and build on common interests. We have held meetings at France Télévisions and Czech TV, where the group discussed the need to better promote and communicate the contribution PSM makes to society. A steering group, chaired by our Members RTÉ, RTBF and SRG/SSR, will now develop a pan-European marketing campaign to make the case for PSM in Europe.

We have highlighted the opportunities for PSM organizations to strengthen trust and personalize their relationships with audiences.

BIG DATA WEEK

Our first big data conference attracted over 140 media experts to test ideas and look at the impact of big data on broadcasters.

The Eurovision Academy held a Big Data Masterclass entitled Measuring Success: data analytics need audience research.

An EBU-RTS Hackathon provided insight into new approaches to data journalism and resulted in several innovative editorial projects.

A Recommendation Systems Workshop demonstrated how broadcasters must become more data-driven to adapt to changing audience behaviour.

BIG DATA INITIATIVE

The media industry is increasingly looking at the potential of big data. We are providing Members with expert guidance and support to help them understand the opportunities and threats for PSM.

NEXT STEPS

The Big Data Initiative continues with specific workflows addressing the various key topics for PSM. We will draft recommendations and principles for PSM by the end of 2016.

ONLINE AND SOCIAL MEDIA

DIGITAL STORYTELLING LABS

Our Digital Storytelling Labs aim to bolster innovation and help Members create more relevant digital content and services.

SOCIAL MEDIA TRENDS SUMMIT

Over 100 Members shared creative and content strategies at a Social Media Trends Summit hosted by NRK in Oslo.

ONLINE & MOBILE STEERING COMMITTEE

We launched an Online & Mobile Steering Committee of senior digital executives to provide a deeper understanding of Members' needs.

The media industry is increasingly looking at the potential of big data. We are providing Members with expert guidance and support to help them understand the opportunities and threats for PSM.

EVENTS



We support learning and sharing with more than 230 events every year. These are unrivalled opportunities to showcase best practices and network with fellow professionals.

NEWSXCHANGE

Hosted by ZDF in Berlin

520 delegates from 47 countries

Focus on issue of respect in reporting/editorial direction

 Read more:
www.newsxchange.org

ROSE D'OR AWARDS

Almost 460 entries (both TV and radio) from 47 countries

13% increase in number of entries from 2014

Stephen Fry honoured with the Lifetime Achievement award

 Read more:
www.rosedor.com

EUROVISION CONNECT

Hosted by HRT in Croatia

Over 150 branding and marketing experts

Focus on innovation, creativity and excellence in all its forms

 Read more:
www.ebu.ch/events



UEFA™ EURO 2016 Final
between France and Portugal
©AFP



BUSINESS SERVICES

We deliver premium live news, sports and music events – to both Members and customers – on radio, TV and online platforms.

ANCILLARY SPORTS RIGHTS SALES

Our teams handle the commercial re-sale and distribution of sports rights that are surplus to Member needs, allowing us to be more competitive in the marketplace.

CONTENT PRODUCTION

We provide full production solutions, including world-class host broadcaster services and a comprehensive content creation service to help event organizers maximize their exposure and reach.

BROADCAST SERVICES

We offer an array of production and transmission services 24/7, enabling our Members and customers to deliver the world's top news and sports events.

CONTENT DISTRIBUTION

Our global satellite and fibre network brings top-quality sports, news and music events directly to the broadcast community. Our goal is to distribute any live event in any format, anywhere around the world.

PERMANENT CIRCUITS

We provide permanent links from customer's overseas news bureaus back to broadcast centres, and we can offer permanent channels from their headquarters for onward distribution to cable and satellite platforms.

ANCILLARY SPORTS RIGHTS

Our ancillary rights team sells sports rights that are surplus to Member requirements. This allows us to make competitive offers to federations for their properties, even if Members do not need or wish to pay for the full range of rights on offer.

320 agreements worldwide

21 contracts covering sports from biathlon to athletics and swimming

CONTENT PRODUCTION

FIS WORLD SKI CHAMPIONSHIP

As host broadcaster, we provided an array of services for the Championship, deploying a team of over 200 people. This was a huge technical challenge, requiring us to link three separate venues with over 100 km of fibre network and cabling. We transmitted more than 900 hours of HD coverage to broadcasters worldwide, reaching around one billion viewers.

FINA WORLD AQUATICS CHAMPIONSHIP

The 16th FINA World Swimming Championship saw us build a host broadcaster infrastructure that seamlessly delivered more than 380 hours of HD coverage from Kazan in Russia to more than 30 rightsholders across Europe.

We provide full production facilities at live events, ranging from host broadcaster services to on-site technical and editorial facilities; and from network and streaming transmission services to the creation of tailored content packages.

BROADCAST SERVICES

We operate a worldwide network of tailored production and transmission services for journalists and crews covering major news and sports events. These facilities

are available from over 100 bureaus and broadcast partners, as well as from dedicated transmission hubs created to meet major ad hoc news requirements.

Last year, our Special Events team provided extensive media production services for over 230 news events.

SPECIAL EVENTS LARGEST OPERATIONS 2015-2016

Migrant Crisis in Europe (throughout 2015)

Over 80 TV networks used our special events services

Terrorist attacks in Paris (November 2015)

Over 80 TV networks used our special events services

Terrorist attacks in Brussels (March 2016)

64 TV networks used our special events services



MY WORLD REPORTER

MyWorldReporter offers customers instant access to a global network of reporters and technical specialists for on-site coverage of news stories - anywhere, and at any time. In partnership with Agence France Presse, we provide a single point of contact for a pool of trained video journalists with strong local knowledge.

CONTENT DISTRIBUTION

We distribute thousands of hours of premium live news, sport, entertainment and cultural events every year. Our global satellite and fibre network is now supplemented

by internet and wireless technology to allow us to provide content around the world in a broad variety of technical formats.

Our Business Services team has continued to introduce new services and develop new platforms to help broadcasters work reliably, cost-effectively and innovatively across the globe.

EUROVISION NEX

Eurovision Nex (Next Generation Services) targets major sports events, seamlessly and cost-effectively allowing rightsholders to meet the ever-growing viewer appetite for additional content. This innovative service was developed in-house, in cooperation with UEFA and Deltatre, and will be widely used by broadcasters for Euro 2016™.

EUROVISION FLEX

Eurovision Flex is a new self-managed digital transmission service that focuses on the news sector, allowing broadcasters to deliver live content over the internet. When combined with our fibre network, it allows media professionals to deliver content securely and reliably, while being fast and cost-effective. In 2016, we used it during the US presidential primaries and we deployed it in the control rooms of several Members for the Eurovision Song Contest.

PREMIUM SPORTS ON OUR NETWORK

ATHLETICS

2016 – EAA European Athletics Championship

2015–2017 – IAAF World Athletics Championships

BASKETBALL

NBA

COURSE AUTOMOBILE

FIM World MotoGP Championships

FIA World Formula 1 Championships

CYCLING

2015–2016 – Tour de France

FIGURE SKATING

European and World Championships

FOOTBALL

2015–2018 Major FIFA events

UEFA Champions League

UEFA Europa League

UEFA Euro 2016

UEFA Zone – European Qualifier 2016–2018

English Premier League

French Ligue 1

German Bundesliga

Italian Serie A

Portuguese Primeira Liga

GOLF

PGA tour

HANDBALL

2015–2016 – World Championships (Ladies and Men)

OLYMPICS & PARALYMPIC GAMES

2016 – Summer Olympics and Paralympics in Rio de Janeiro

SWIMMING

2016 – LEN European Championship

2015–2017 – FINA World Championships

SKI

2015–2017 – FIS Alpine /Nordic World Ski Championships

TENNIS

Australian Open Championship

Roland Garros – French Open

US Open Championship

Wimbledon Lawn Tennis Championship

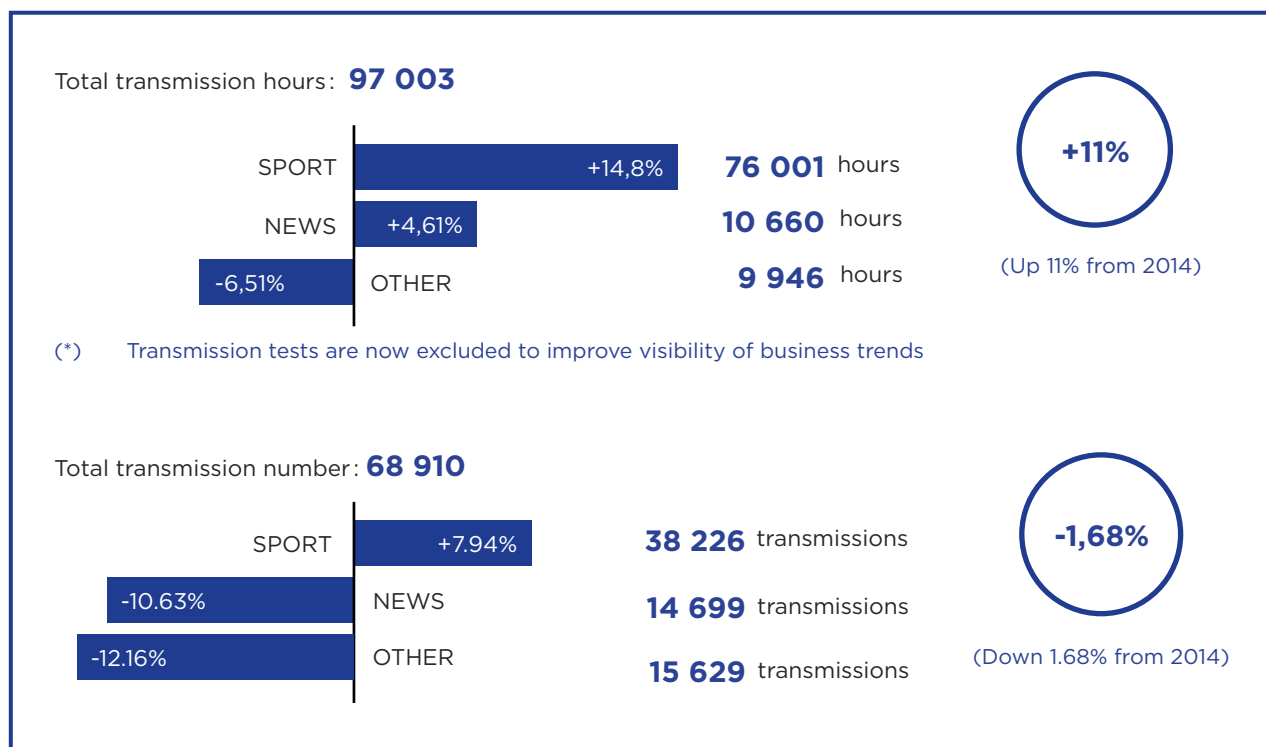
PERMANENT CIRCUITS

Members looking for permanent circuits that they manage themselves can take advantage of our network capacities to run their own dedicated circuits. These can be a combination of our fibre and satellite inventory and the public internet.

EUROVISION NETWORK

The Eurovision network lies at the heart of our business activities. Overall, our transmission activities were up considerably on 2014, especially in sports and news, although other services such as one-stop-shop (OSS), space segment (SS) and unilateral correspondent services (UNI) declined.

TRANSMISSION VOLUMES



4K

An increasing amount of our sports content is now distributed in 4k including some UEFA Champions League™ and Europa League™ games and a number of matches from the upcoming Euro 2016™ Football Championship.

EUROVISION MIDDLE EAST

We have opened a new business hub in Dubai Media City to support our growing activities in the region. Eurovision Middle East will serve as a bridge between Europe and Asia as well as providing a gateway to Africa. We are already active in this region and our expansion helps cement our global market-leading position.

SATELLITE CAPACITY OVER AFRICA

We have completed the global reach of our network with a permanent satellite extension over Africa. This new service, on Eutelsat 5 West, allows African broadcasters a wider choice of content and improved transmission quality across the continent. It will help us increase international exposure for the growing number of sports and news events that need global distribution.



“ THANK YOU TO
OUR MEMBERS,
OUR CUSTOMERS,
OUR PARTNERS
AND OUR STAFF
FOR WHAT WE
HAVE ACHIEVED
TOGETHER. ”

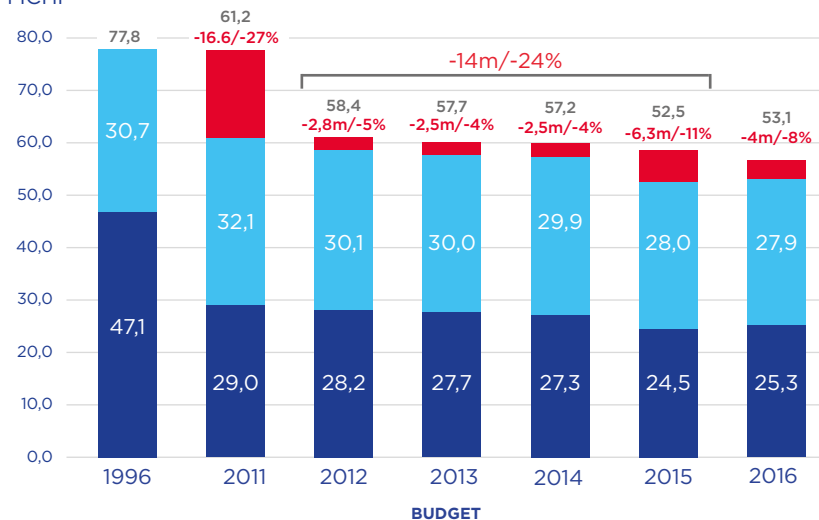
COST REDUCTIONS AND EFFICIENCIES

In recent years, we have worked hard on cutting costs and identifying efficiencies wherever they can be found. We will continue this trend.

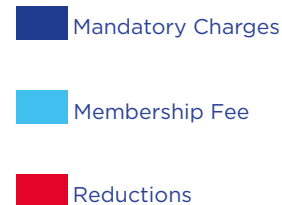
MEMBERSHIP AND MANDATORY FEES

In 2015, we managed once again to reduce membership and mandatory fees, continuing the long trend towards offering a greater level of service for less money.

MCHF



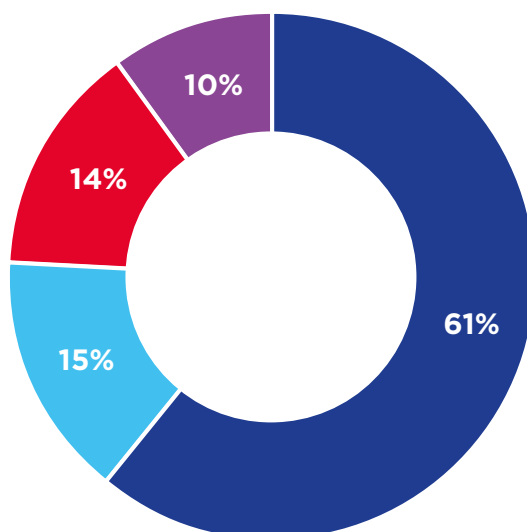
In 2011, total fees were CHF 61.2 million (down from CHF 77.8 million in 1996). Year-on-year decreases in each of the past four years have resulted in a cumulative reduction of almost 24% or over CHF 14M.



Note: excluding core sports right for Members

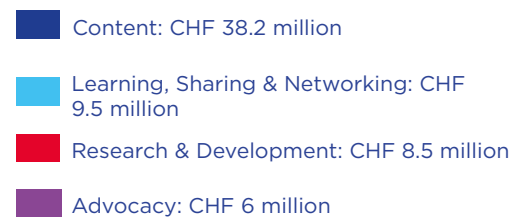
USAGE OF MEMBERSHIP AND MANDATORY FEES

Membership and mandatory fees are used to fund four service lines (see diagram) aimed at delivering high-quality services to our Members.



In 2015, thanks to cost savings (notably in travel, fees and depreciation) and efficiencies, we have managed to not only fully finance our services to our Members but also to deliver a positive surplus of CHF 1.2 million.

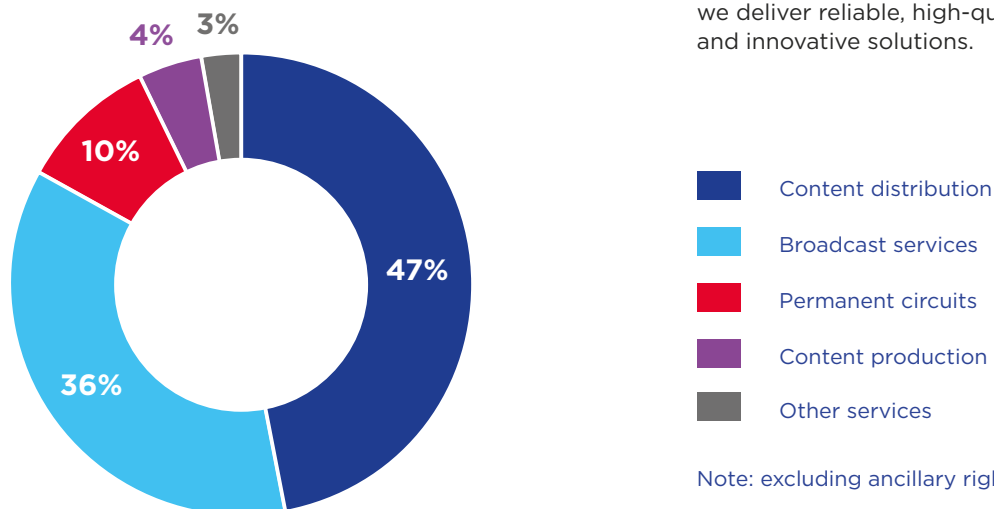
This surplus will be used to finance future new projects and services for our Members.



Note: excluding core sports rights for Members

BUSINESS SERVICES TURNOVER 2015

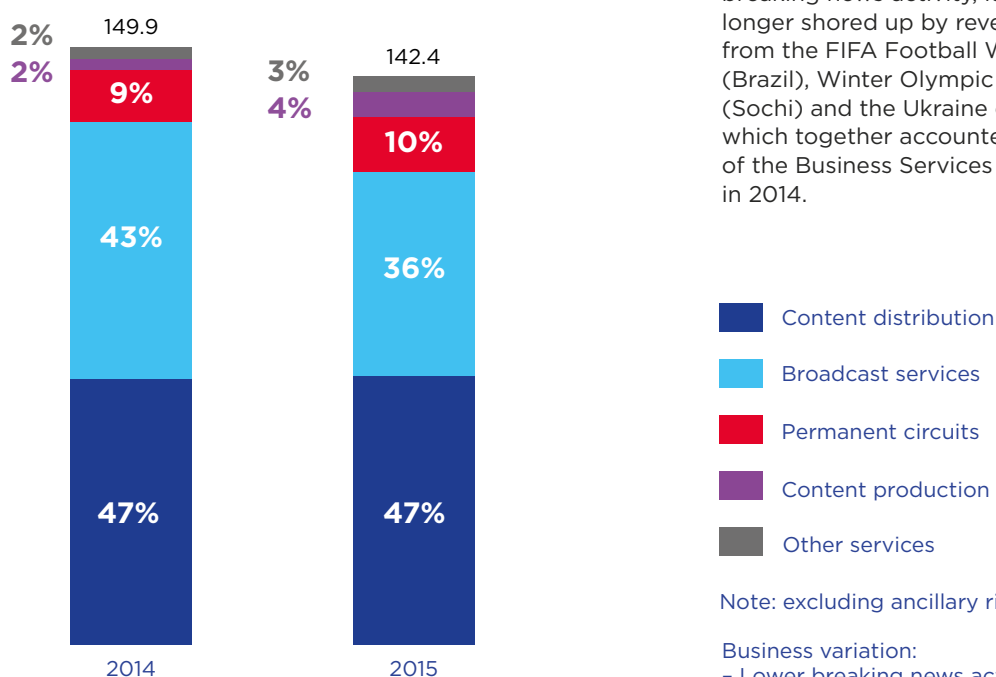
Business Services deliver first-class services to our Members and customers in 5 main service lines (see diagram). We continuously work to develop other services with the same first-class objective.



In 2015, Business Services mainly comprised content distribution and broadcast services (83% of total annual revenue), for which we deliver reliable, high-quality and innovative solutions.

BUSINESS SERVICES COMPARISON BETWEEN 2014 AND 2015

Business Services were significantly hit by the unexpected drop in the EUR/CHF exchange rate, which had been around CHF 1.20 over the past few years and suddenly fell from an average of 1.215 in 2014 down to 1.068 in 2015. This foreign exchange variation has led to a revenue shortfall of approximatively CHF 5 million.



At a constant EUR/CHF rate, we have managed to restrict the drop in Business Services revenue to CHF 2.5 million.

Despite the fact that 2015 featured dynamic sports operations such as the European qualifiersTM, Alpine skiing, swimming and athletics championships and intense breaking news activity, it was no longer shored up by revenues from the FIFA Football World Cup (Brazil), Winter Olympic Games (Sochi) and the Ukraine crisis, which together accounted for 14% of the Business Services revenue in 2014.

Business variation:
 - Lower breaking news activity (2014 was boosted by the crisis in Ukraine)
 - Football World Cup - a non-recurrent event - impacted 2014 significantly and positively

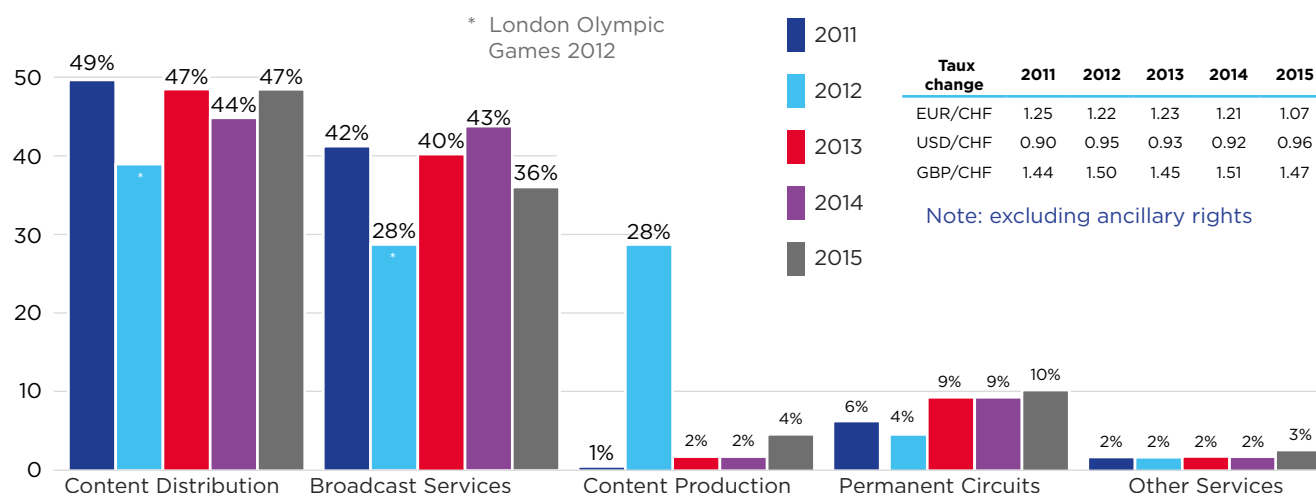
BUSINESS SERVICES TURNOVER 2011-2015

Business Services are operating in a fast-changing environment, shifting from the historical straightforward broadcasting activities to production services, with Members and customers asking for other

more complex and high technology services, while content distribution remains relatively stable.

Over the past 5 years, the EBU has seen its broadcast services revenue

shrink by almost 9% while content production has multiplied by 5, and permanent circuits and other services have developed quickly.



Taux change	2011	2012	2013	2014	2015
EUR/CHF	1.25	1.22	1.23	1.21	1.07
USD/CHF	0.90	0.95	0.93	0.92	0.96
GBP/CHF	1.44	1.50	1.45	1.51	1.47

Note: excluding ancillary rights

BUSINESS SERVICES NET SURPLUS 2015

Despite a fast-moving environment in terms of technology and complexity accompanied by adverse financial conditions (e.g. high exchange rate volatility and zero if

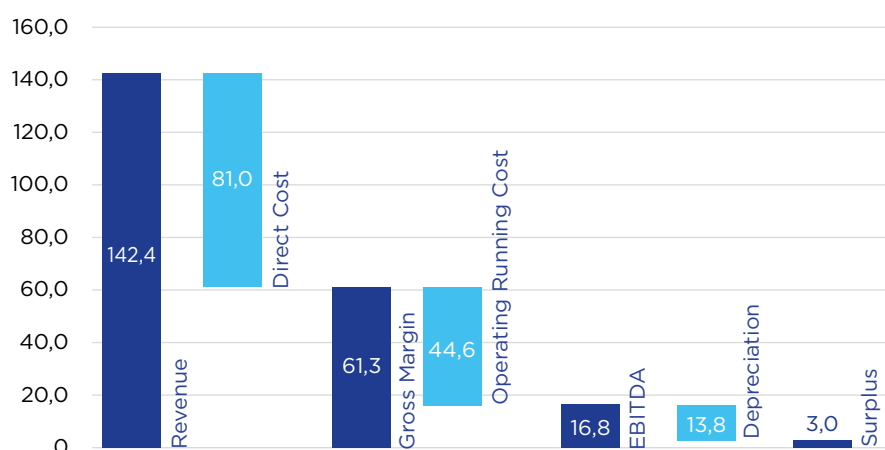
not negative interest rates), Business Services continue to generate a surplus of between CHF 3 million and 10 million (depending on the sports events), which are re-invested

in enhancing the Network both geographically and technologically and in developing high-value projects and new services.

In 2015, direct costs, comprising permanent and occasional network costs as well as production and operational expenses, totalled CHF 81 million, or 57% of revenue.

Operating costs, including staff costs, travel and fees, and corporate services allocations, account for 31% of revenue, leaving an EBITDA of approximatively 12%.

MIO CHF



EBU FINANCIAL PERFORMANCE 2015

For the EBU as a whole (Member Services and Business Services), total running costs in 2015 were CHF 1.1 million lower than budgeted (CHF 100.7M vs 101.8M), and CHF 7.4M below 2014.

After exclusion of year-end extraordinary items, the ratio of overhead running costs to total running costs ends fully on target at 14.2%, i.e. CHF 14.3 million, or 1.9 million lower than the previous

year, demonstrating the huge efforts made to cut costs by the Supporting Services (Finance, HR, Facilities and IT).

FINANCIAL STATEMENTS

STATEMENT OF ACTIVITIES

2015 was marked by the unexpected drop in the EUR/CHF exchange rate, which had been stable at 1.20 for the past few years, and suddenly dropped from 1.22 in the 2015 budget to 1.07 in 2015 actual (-12%).

This foreign exchange variation has led to a surplus downside of CHF 4.53 million in total, fully compensated (4.49 million) by:

- additional business, mainly in ancillary sports rights
- significant cost reductions, in Network and in News (operational expenses and operating running costs) as well as in Supporting Services (staff costs and other overheads)
- a depreciation charge lower than budgeted due to delays in project completions (notably CHF 12 million capex slippage from 2014) which therefore started depreciating later than initially budgeted.

Compared to 2014:

The reduction in operating income (CHF 152.9 million) is mainly due to the EUR/CHF exchange rate drop (see above), lower Network traffic (mainly in news transmissions), fewer Sports Rights events (2014 featured the FIFA World Cup and UEFA competitions which had generated substantial revenues and costs), as well as an additional CHF 2 million reduction in membership fees, totalling CHF 4 million (when added to the 2 million reduction already planned), further to the General Assembly decision to earmark reserves for that purpose.

Acquisition of rights is in line with the smaller number of sports events compared to the previous year and benefitted from the EUR/CHF exchange rate.

Fees and travel expenses are slightly lower than last year, thanks to reduced operational activities and further savings efforts. The impairment credit of CHF 0.7 million is the result of a combination of utilization of provisions and new impairments on sport contracts, as well as better

results than anticipated on ancillary winter sports rights in 2016.

The provision for doubtful debtors increased by CHF 2.2 million compared to last year.

The increase in the depreciation charge derives from a programme of higher investment to replace network assets that have exceeded their useful life, improve network efficiency and security, and support sports and news transmissions, which started in 2012.

The net financial result was almost neutral in 2015.

The net loss of CHF 4.6 million for the period (2014 net surplus of CHF 5.2 million) is mainly due to membership fee reductions (CHF 4.0 million), a moratorium on Libya and Ukraine and the Partnership Programme. All these costs were compensated by dedicated reserves (further to the General Assembly decision) totalling CHF 8.4 million (2014: CHF 3.0 million).

Excluding these anticipated unusual costs and revenue reductions, the underlying result would be a surplus of CHF 3.8 million, which is fully in line with budget.

BALANCE SHEET

The overall value of the balance sheet increased by CHF 30.2 million compared to 2014. This was mainly due to the increase of non-current work in progress (WIP) and received in advance (RIA) on sports rights. The increase in WIP and RIA is the consequence of the FIFA World Cup 2018 (costs and revenues incurred in 2015) and IAAF 2017.

On the assets side, the increase in net account receivables has led to a decrease in our net cash position by CHF 24.0 million. There was a significant drop in current RIA mainly due to changes in the invoicing process for mandatory activities (in 2014, mandatory activities for Q1 2015 were invoiced at the end of 2014 and booked

under received in advance whereas mandatory activities for Q1 2016 have been invoiced in 2016).

General reserves increased by CHF 76.1 million mainly following liquidation of the earmarked fixed assets revaluation reserve (earmarked reserves have decreased accordingly).

CASH-FLOW STATEMENT

The negative net cash flow from operating activities in 2015 is mainly due to the increase in net account receivables (largely due to the timing of cash inflows and outflows relating to the major sports events within the year). The level of investment in fixed assets decreased by CHF 14.8 million, because many investments were postponed (to compensate the impact of the Swiss National Bank's removal of the currency ceiling against the EUR) and fewer major investment projects compared to last year.

STATEMENT OF ACTIVITIES

	For the year ended	For the year ended
	31.12.2015	31.12.2014
All Figures in '000 CHF		
Sales of Rights	191 496	330 300
Network Sales	113 591	124 533
Contributions from Members	27 971	29 854
Other Revenues	69 137	71 602
Operating Income	402 195	556 289
Acquisition of Rights	(182 249)	(309 609)
Release / (Charge) of Impairments	725	(430)
Network Expenses	(51 391)	(67 747)
Operations Expenses	(39 046)	(33 394)
Employee Benefit Expenses	(71 296)	(76 066)
Travel Expenses	(6 464)	(6 892)
Fees	(14 211)	(16 864)
Depreciation of Fixed Assets	(21 217)	(17 561)
Provisions for Doubtful Debtors	(2 709)	(1 405)
Other Expenses	(18 889)	(18 762)
Operating Expenses	(406 747)	(548 730)
(Loss) / Surplus from Operations	(4 552)	7 559
Net Financial Result	29	(2 265)
(Loss) / Surplus for the Year before Taxation	(4 523)	5 294
Income Taxes	(124)	(109)
Net (Loss) / Surplus for the Year	(4'647)	5'185
Note on proposed allocation of earmarked reserves		
Earmarked reserves have previously been raised in anticipation of certain specific costs and charges arising in 2014 and 2015. They stand in relation to the net results for the years as follows:		
	2015	2014
Net (Loss) / Surplus for the Year	(4 647)	5 185
Reserves earmarked against specific costs and charges	8 438	3 038
Surplus for the year before costs and charges covered by earmarked reserves	3 791	8 223

BALANCE SHEET

All Figures in '000 CHF 31.12.2015 31.12.2014

ASSETS		
Current Assets		
Cash and Cash Equivalents	77 835	106 562
Accounts Receivable and Accrued Revenues	149 129	124 597
Work in Progress - Short Term	72 539	86 608
Other Short Term Assets	455	1 224
Financial Assets	369	726
Total Current Assets	300 327	319 717

Non-Current Assets

Work in Progress - Long Term	67 157	11 787
Other Long Term Assets	7 168	4 702
Total Tangible Assets Net	51 094	62 723
Total Intangible Assets Net	18 446	15 021
Total Non-Current Assets	143 865	94 233

Total Assets	444 192	413 950
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All Figures in '000 CHF 31.12.2015 31.12.2014

LIABILITIES		
Current Liabilities		
Accounts Payable and Accrued Expenses	73 857	74 156
Received In Advance - Short Term	104 229	121 904
Short Term Financial Liabilities	1 352	651
Other Short Term Liabilities	1 895	2 004
Total Current Liabilities	181 333	198 715

Non-Current Liabilities

Received In Advance - Long Term	97 747	41 040
Other Long Term liabilities and provisions	11 024	13 964
Total Non-Current Liabilities	108 771	55 004

Association's Equity

General Reserves	125 938	49 854
Earmarked Reserves	32 312	104 598
Net (Loss) / Surplus for the Year	(4 647)	5 185
Cumulative Translation Adjustment	485	594

Total Equity	154 088	160 231
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Total liabilities and equity	444 192	413 950
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CASH-FLOW STATEMENT

All Figures in '000 CHF

31.12.2015 31.12.2014

Cash Flow from operating activities

Net (Loss) / Surplus	(4 647)	5 185
Depreciation	21 217	17 561
Interest Income	(505)	(840)
Post-retirement Benefits	(2 610)	(597)
Provision for Doubtful Debtors	2 709	1 405
(Increase) / Decrease in Debtors and other Receivables	(28 940)	23 766
(Increase) / Decrease in Work In Progress	(40 437)	62 747
Increase / (Decrease) in Creditors and other Payable	(1 608)	39 105
Increase / (Decrease) in Advance Payments	39 036	(98 878)
Net Cash Flow (used in) / from Operating Activities	(15 785)	49 454

Cash Flow from investing Activities

Tangible Assets Acquisition	(5 338)	(20 932)
Tangible Assets Disposals	803	(162)
Intangible Assets Acquisition	(8 205)	(7 907)
Intangible Assets Disposals	91	(17)
(Loss) / Surplus of Value on Fixed Assets	(364)	-
Interest Received	505	840
Net Cash Flow from Investing Activities	(12 508)	(28 178)
Effects of exchange rate changes on the balance of cash held in foreign currencies	(434)	1 004
Net Variation in Cash & Cash Equivalents	(28 727)	22 280
Cash & Cash Equivalents at Beginning of Period	106 562	84 282
Cash & Cash Equivalents at End of Period	77 835	106 562
Net Variation in Cash & Cash Equivalents	(28 727)	22 280

OUR MEMBERS AND ASSOCIATES

MEMBERS

ALBANIA

- Radiotelevizione Shqiptar (RTSH)

ALGERIA

- Établissement public de Télévision Algérienne (EPTV / Établissement National de Radiodiffusion Sonore (EPRS) / Télédiffusion d'Algérie (TDA)

ANDORRA

- Ràdio i Televisió d'Andorra, S.A. (RTVA)

ARMENIA

- Public Television & Radio Armenia (AMPTV), comprising:
 - Public Television of Armenia
 - PR Public Radio of Armenia

AUSTRIA

- Österreichischer Rundfunk (ORF)

AZERBAIJAN

- İctimai (ICTI/ITV)

BELARUS

- Belaruskaja Tele-Radio Campanija (BTRC)

BELGIUM

- Vlaamse Radio- en Televisieomroep (VRT) and Radio-Télévision Belge de la Communauté française (RTBF)

BOSNIA-HERZEGOVINA

- Javna Radio Televizijska servis Bosnia i Hercegovine (BHRT)

BULGARIA

- Bălgarsko Nacionalno Radio (BNR)
- Bălgarska Nacionalna Televizija (BNT)

CROATIA

- Hrvatska Radiotelevizija (HRT)

CYPRUS

- Cyprus Broadcasting Corporation (CY/CBC)

CZECH REPUBLIC

- Český Rozhlas (CR)
- Česka Televize (CT)

DENMARK

- DR (DR)
- TV2/Denmark (DK/TV2)

EGYPT

- Egyptian Radio & Television Union (ERTU)

ESTONIA

- Eesti Rahvusringhääling (ERR)

FINLAND

- MTV Oy (FI/MTV)
- Oy Yleisradio Ab (Yle)

FRANCE

- Europe 1 (E1)
- Groupement des Radiodiffuseurs français de l'UER (GRF), comprising:
 - Télévision Française 1
 - France Télévisions (France 2, France 3, France 4, France 5 and Réseau France Outre-mer)
 - Canal Plus
 - Radio France
 - France Médias Monde (RFI, France 24, Monte Carlo Doualiya)

GEORGIA

- Georgian Public Broadcaster (GPB)

GERMANY

- Arbeitsgemeinschaft der öffentlich-rechtlichen Rundfunkanstalten der Bundesrepublik Deutschland (ARD), comprising:
 - Bayerischer Rundfunk
 - Hessischer Rundfunk
 - Mitteldeutscher Rundfunk
 - Norddeutscher Rundfunk
 - Radio Bremen
 - Rundfunk Berlin-Brandenburg
 - Saarlandischer Rundfunk
 - Südwestrundfunk
 - Westdeutscher Rundfunk
 - Deutsche Welle
 - Deutschlandradio
- Zweites Deutsches Fernsehen (ZDF)

GREECE

- ERT (Hellenic Broadcasting Corporation)

HUNGARY

- Hungarian Media Group (HMG), comprising:
 - Media Support and Asset Management Fund (MTVA)
 - Duna Media Service Provider

ICELAND

- Ríkisútvarpid (RUV)

IRELAND

- Raidió Teilifís Éireann (RTÉ)
- TG4 (TG4)

ISRAEL

- Israel Broadcasting Authority (IBA)

ITALY

- Radiotelevisione Italiana (RAI)

JORDAN

- Jordan Radio & Television Corporation (JRTV)

LATVIA

- Latvijas Radio (LR)
- Latvijas Televizija (LT)

LEBANON

- Télé-Liban (TL)

LIBYA

- Libya National Channel (LNC)

LITHUANIA

- Lietuvos Radijas ir Televizija (LRT)

LUXEMBOURG

- CLT Multi Media (CLT)
- Établissement de Radiodiffusion Socioculturelle du Grand-Duché de Luxembourg (ERSL)

FORMER YUGOSLAV REP. OF MACEDONIA

- MKRTV (MKRTV)

MALTA

- Public Broadcasting Services Ltd. (PBS)

MOLDOVA

- Teleradio-Moldova (TRM)

MONACO

- Groupement de Radiodiffusion monégasque (GRMC), comprising:
 - Radio Monte-Carlo
 - Télé Monte-Carlo
 - Monaco Média Diffusion

MOROCCO

- Société Nationale de Radio Télévision (SNRT)

MONTENEGRO

- Radiotelevizija Crne Gore (RTCG)

NETHERLANDS

- Nederlandse Publieke Omroep (NPO), comprising:
 - Vereniging AVROTROS
 - Omroepvereniging BNN-VARA
 - Vereniging De Evangelische Omroep EO
 - Omroep MAX
 - Vereniging KRO-NCRV
 - Nederlandse Omroep Stichting NOS
 - NTR
 - Omroepvereniging VPRO

NORWAY

- Norsk Rikskringkasting (NRK)
- TV 2 AS (NO/TV2)

POLAND

- Polskie Radio i Telewizja (PRT), comprising:
 - Polskie Radio SA (PR)
 - Telewizja Polska SA (TVP)

PORTUGAL

- Rádio e Televisão de Portugal (RTP)

ROMANIA

- Societatea Română de Radiodifuziune (ROR)
- Societatea Română de Televiziune (RO/TVR)

RUSSIAN FEDERATION

- Channel One Russia (C1R)
- Radio Dom Ostankino (RDO), comprising:
 - Radio Mayak (MK)
 - Radio Orpheus (OP)
- Rossijskoe Teleradio (RTR)

SAN MARINO

- San Marino RTV (SMRTV)

SERBIA

- Radiotelevizija Srbije (RTS)

SLOVAKIA

- Rozhlas a televízia Slovenska (RTVS)

SLOVENIA

- Radiotelevizija Slovenija (RTVSLO)

SPAIN

- Radio Popular SA COPE (COPE)
- Radiotelevisión Española (RTVE)
- Sociedad Española de Radiodifusión (SER)

SWEDEN

- Sveriges Television och Radio Grupp (STR), comprising:
 - Sveriges Television AB (SVT)
 - Sveriges Radio AB (SR)
 - Swedish Educational Broadcasting Company (UR)
- TV4 (SE/TV4)

SWITZERLAND

- Schweizerische Radio und Fernsehgesellschaft (SRG/SSR)

TUNISIA

- Radio tunisienne et Télévision tunisienne (RTTT), comprising:
 - Radio tunisienne
 - Télévision tunisienne

TURKEY

- Türkiye Radyo-Televizyon Kurumu (TRT)

UKRAINE

- Natsionalna Radiokompanya Ukrainy and Natsionalna Telekompanya Ukrainy (NTU/NRU)

UNITED KINGDOM

- British Broadcasting Corporation (BBC)
- United Kingdom Independent Broadcasting (UKIB), comprising: Independent Television:
 - The Network Centre, grouping:
 - ITV Anglia Television
 - ITV Border Television
 - ITV Central Television
 - Channel Television
 - ITV Granada Television
 - STV Central
 - ITV Wales Television
 - ITV West Television
 - ITV London Television
 - ITV Meridian Television
 - STV North
 - ITV Tyne Tees Television
 - UTV Limited
 - ITV Westcountry Television
 - ITV Yorkshire Television
 - Channel 4
 - Sianel 4 Cymru

VATICAN STATE

- Radio Vaticana (RV)

ASSOCIATES

AUSTRALIA

- Australian Broadcasting Corporation (ABC)
- Free TV Australia (Free)
- Special Broadcasting Service Corporation (SBS)

BANGLADESH

- National Broadcasting Authority of Bangladesh (NBAB)

BRAZIL

- Rádio Cultura (RC)

CANADA

- Canadian Broadcasting Corporation /Société Radio Canada (CBC)

CHILE

- Corporación de Televisión de la Universidad Católica de Chile (Canal 13) (UCCTV)

CHINA

- China Central Television (CCTV)
- Shanghai Media Group

CUBA

- Instituto Cubano de Radio y Televisión (ICRT)

GEORGIA

- Rustavi 2 (RB)
- Telemedi (TEME)

HONG KONG

- Radio Television Hong Kong (RTHK)

INDIA

- All India Radio (AIR)

IRAN

- Islamic Republic of Iran Broadcasting (IRIB)

JAPAN

- Nippon Hoso Kyokai (NHK)
- TBS Television Inc.
- Tokyo FM Broadcasting Co. Ltd (TFM)

KAZAKHSTAN

- Khabar Agency

KOREA (REPUBLIC OF)

- Korean Broadcasting System (KBS)

MALAYSIA

- Radio Television Malaysia (RTM)

MAURITIUS

- Mauritius Broadcasting Corporation (MBC)

NEW ZEALAND

- Radio New Zealand (RNZ)
- Television New Zealand Ltd (TVNZ)

OMAN

- Public Authority for Radio and TV (PART)

SOUTH AFRICA

- South African Broadcasting Corporation (SABC)

SYRIA

- Organisme de la Radio-Télévision Arabe Syrienne (ORTAS)

UNITED STATES OF AMERICA

- American Public Media (APM)
- Capital Cities/American Broadcasting Companies Inc. (ABC)
- CBS Corporation (CBS)
- National Broadcasting Company Inc. (NBC)
- National Public Radio (NPR)
- WFMT Radio Network (WFMT)

APPROVED PARTICIPANTS

- ARTE
- Catalunya Música (CAT)
- EuroNews
- JP MRD (Former Yugoslav Republic of Macedonia)
- Cellnex Telecom, S.A., (formerly Albertis Telecom Terrestre, S.L.)
- Russian TV & Radio Broadcasting Network (RTRN)
- TV5



EBU summer General Assembly
2016 in Montenegro,
hosted by RTCG ©Milos Vujovic

OUR GOVERNANCE STRUCTURE

The governance structures of the EBU give Members the opportunity to become actively involved in our organization and provide valuable input for the EBU Management.

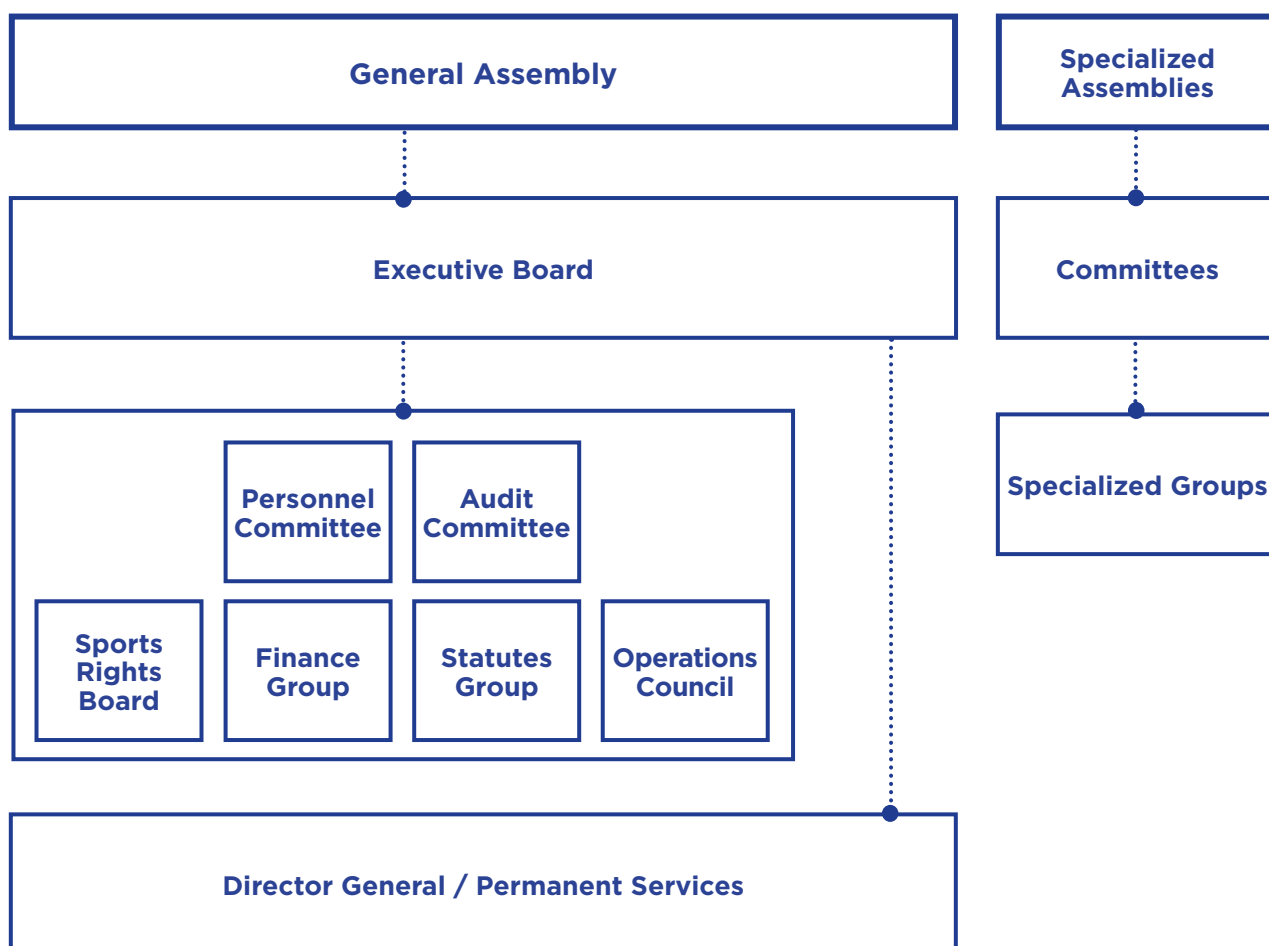
The General Assembly elects the Executive Board, approves the strategy, the budget, the annual accounts for the previous year, and the annual reports

of the boards and committees. The General Assembly is the highest decision-making body in the EBU.

The Executive Board defines the EBU's position on major regulatory issues as well as the EBU's policies on matters of strategic importance. The Executive Board is responsible for ensuring that the EBU's strategy and policy are duly implemented.

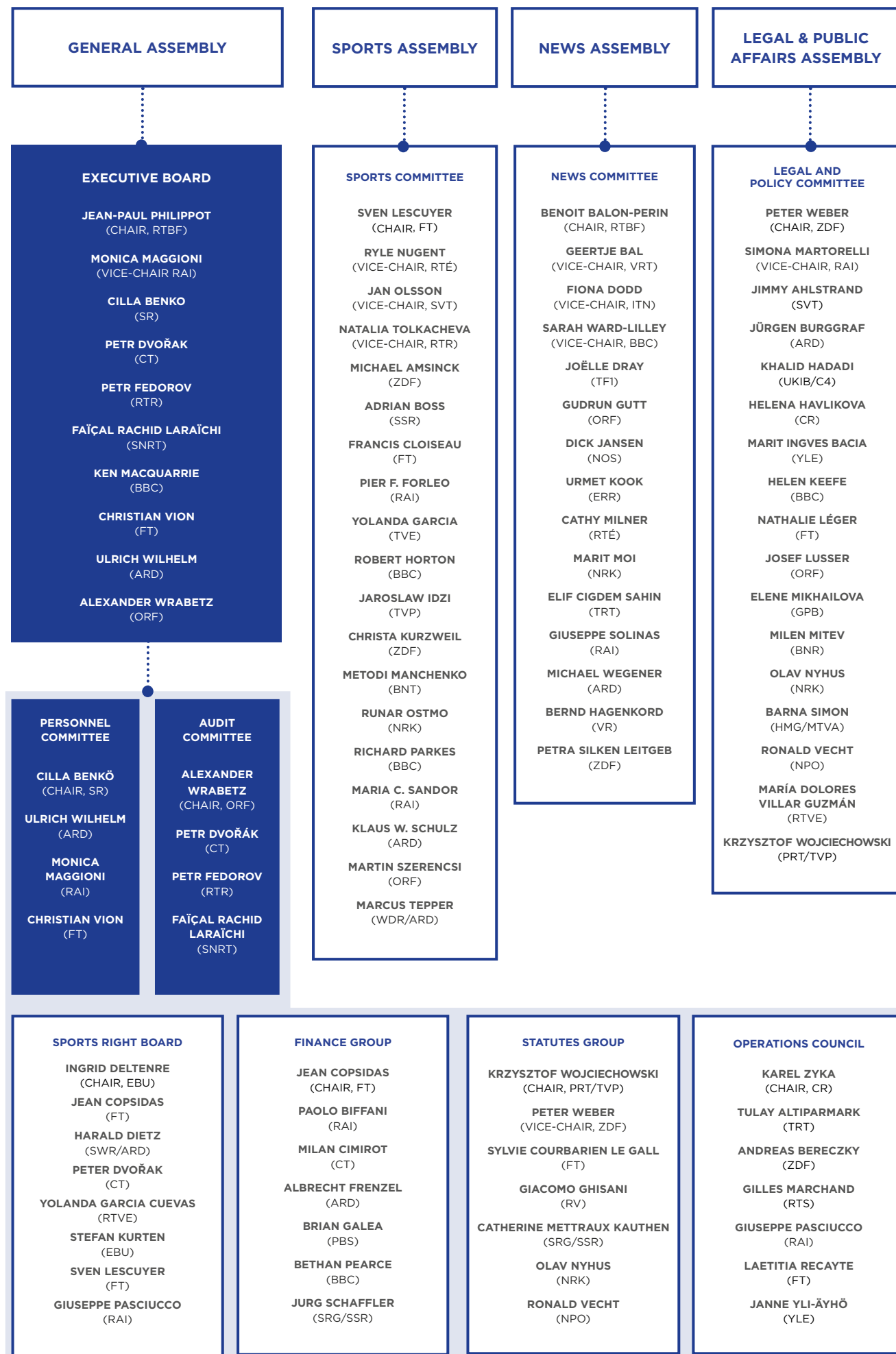
The committees and groups shown below provide direction for strategic and operational activities. In all sectors of the EBU, Members interact and contribute to the organization's work through experts groups.

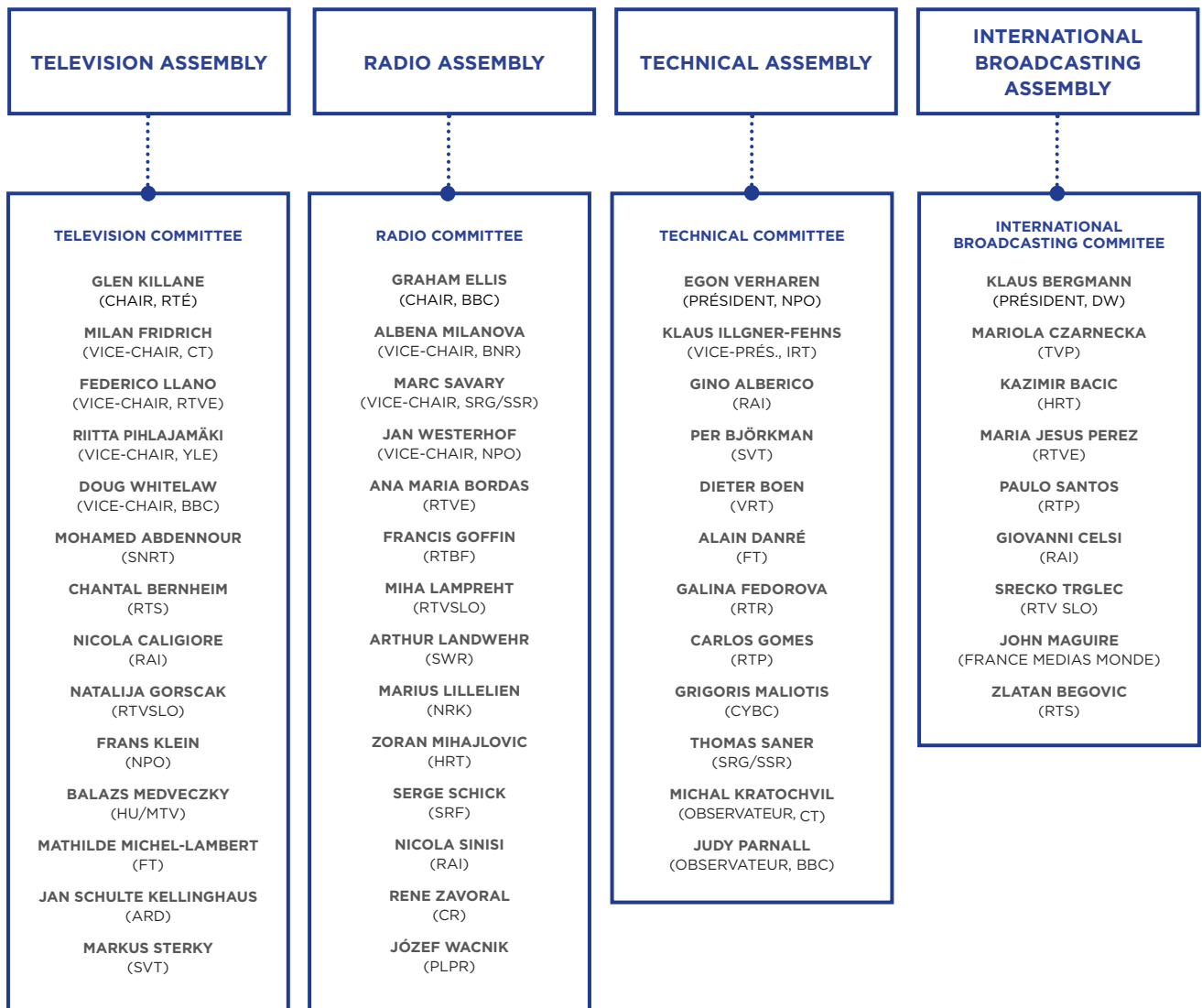
GOVERNANCE FRAMEWORK



Read more:
Members' list: www.ebu.ch/members
Governance structure: www.ebu.ch/about#governance

CURRENT GOVERNANCE STRUCTURE





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www.ebu.ch

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